

## Inclusive Redesign of Work 2.0



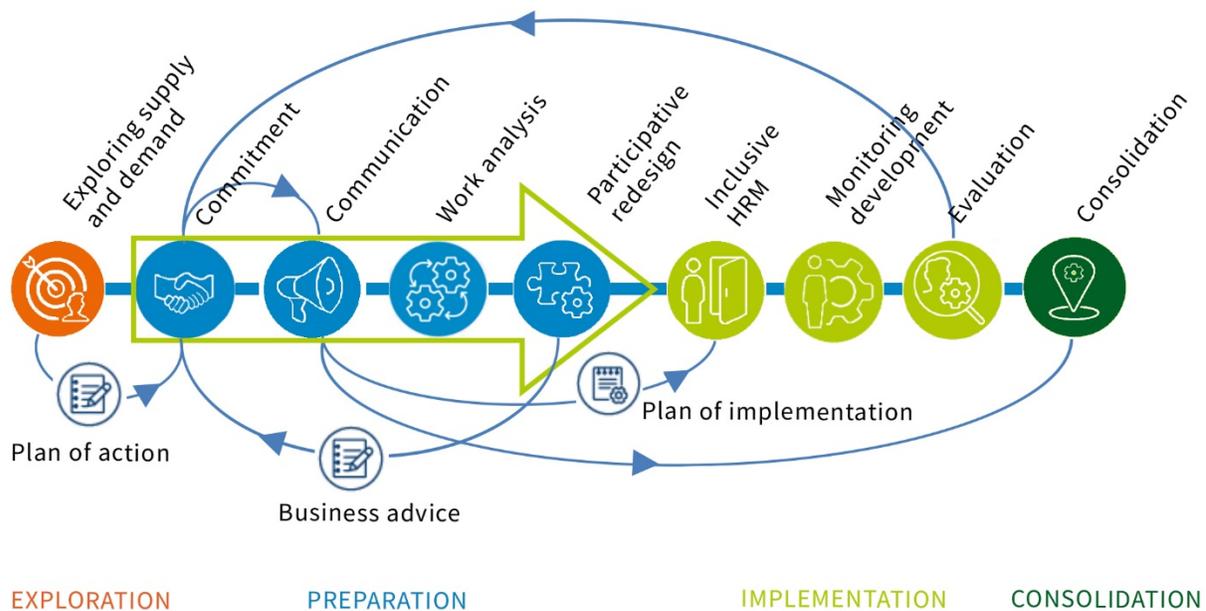
Inclusive Redesign of Work 2.0 (Dutch: Inclusief Herontwerp van Werk, abbreviated IHW) model was developed by CIAO to promote inclusive organisations: organisations that are able to bring the diversity of talent of both the current working population and those who are searching for work to its full potential in a sustainable way. IHW is a methodical, demand driven approach for redesigning work. Organisations are the central focus of this model, positioned in the labour market where supply and demand fluctuate. The model aims to reliably align supply and demand of personnel. It is a strategy to be used when more traditional solutions, like filling vacancies the regular way, are insufficient.

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### IHW 2.0 model aims:

- Demand driven → corresponding with the employer's needs or demands;
- Conscious of supply → conscious of availability of the type of job searchers in the area
- Methodical → goal oriented, systematic and process-based
- Business proof → worth investing in in terms of money, means and manpower
- Specific → clear about the what, who, where, why, when and how
- Inclusive → not exclusively meant for people with disabilities (such as the target group of the Participation Act)
- Sustainable → aiming for sustainable inclusion of those working and those searching for jobs

## Putting IHW 2.0 into practice



### EXPLORATION



#### *Exploring supply and demand*

After the employer's needs and bottlenecks regarding their personnel have been mapped out, it is possible to determine whether a innovative way of reorganising work may offer a solution. The regional supply of people searching for jobs is taken into consideration here.



#### *Plan of action*

Once it is determined that becoming a more inclusive organisation can offer new perspectives, a plan of action is made: which problem should the redistribution of work solve; and where, when, and how will the work analysis take place?

### PREPARATION



#### *Commitment to executing a work analysis*

The organisation's management commits to the plan of action in order to execute a work analysis.



#### *Communication about executing a work analysis*

Communication is crucial in gaining support from the employees. What is the goal of the work analysis and what implications does it have for them?



#### *Work analysis*

Company documents, observations and interviews are used to analyse the work processes. In addition, every single task and the knowledge and capacities required to execute it, are mapped out, as well as the wishes, needs and bottlenecks current employees have and experience. Employees are also asked for their opinions regarding possible improvements.



### **Participative redesign**

The results of the work analysis are then translated into proposals for redesigning work. In order to best answer the company's query, employees participate in the exploration process for redesigning work. This ensures the quality of work for both new and current employees, as well as the quality of the company's service, in the redesign.



### **Business advice**

The work analysis and participative redesign bring forth a business advice. This indicates which scenario of work redesign can best solve the company's personnel issue, and what the added value and conditions of its implementation are.



### **Commitment to implementation**

Based on the business advice, the management decides whether or not one of the scenarios will be implemented. The management also commits to the conditions for implementation.



### **Communication about implementation**

The organisation takes responsibility to inform its employees about the goal, added value, and expected consequences of the redesign of work, and the expectations regarding integration of new employees.



### **Plan of implementation**

The plan of implementation provides insight into what is expected from whom; how, where, why and when. It contains specific advice about the concrete steps to take during the implementation and consolidation phases in order to achieve a sustainable, inclusive work organisation.

## IMPLEMENTATION



### **Inclusive HRM**

An inclusive HRM-policy is necessary for the inclusion and preservation of new and current employees broadcasting a wide variety of capacities and talents.



### **Recruitment and selection**

An inclusive organisation opens up its regular vacancies, as well as vacancies that were created by of redesigning work, to the diverse group of people searching for jobs.



### **Coaching and supporting**

Every organisation and every new employee benefits from a high-quality introduction programme. When including people with limited work experience, concrete training programmes may be necessary as well. To increase the sustainability of this group's inclusion, apprenticeships aimed towards learning through working, may be used.



### **HRM aspects**

The various employment conditions, such as the type of contract and the salary, are determined. The Dutch government has put in place several regulations to stimulate hiring from the "Banenafspraak" target group.



### **Monitoring development and sustainable employability**

The fit between a person and their job is not a constant; this goes for all employees. Both they and their jobs change over time. Recurring evaluations and the monitoring of the 'person-job fit' are therefore recommended.



### **Evaluation and monitoring**

Once the organisation is inclusive, it is important to evaluate the process of change with everybody who is involved in the changes. If necessary, these changes can be adjusted and translated into regular policy.

## CONSOLIDATION



### **Consolidation**

The final step in the process is consolidating the new labour division. The possibility of expanding workplace inclusion to other parts of the organisation may also be explored at this time.